



Government of the District of Columbia

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Office of the Chief Financial Officer

Strategic Business Plan

FY05 Draft

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Agency Mission

The mission of the Office of the Chief Financial Officer (OCFO) is to enhance the fiscal and financial stability, accountability, and integrity of the Government of the District of Columbia.

Issue Statements

Issue Statement # 1

While budget autonomy may somewhat change the District's relationship with the Federal government, congressional and Council mandates will continue to make program implementation and financial resource management a challenge.

Issue Statement # 2

The OCFO is the integrity arm of the government, and consists of staff with extremely complex responsibilities. OCFO managers and personnel support systems must be fully prepared to attract a highly trained and efficient workforce, successfully manage the union environment, provide a high level of service, and meet the needs of the OCFO to do more with less.

Issue Statement #3

As the independent fiscal manager, the OCFO must ensure financial integrity while striving to achieve balance between policies, budget priorities, and expenditures through interaction with the Mayor, DC agencies, Council, and Congress.

Issue Statement #4

The OCFO must concentrate its efforts in retaining highly skilled and experienced staff through education, training, pay, and benefits, so that it can provide a stable organization to accomplish its mission and goals.

Issue Statement #5

As new IT systems are implemented and integrated, not only must the OCFO make full use of technology to enhance budgeting and management reporting, it must also independently verify any relevant District-wide cost savings while adequately providing for necessary systems maintenance and upgrades.

Issue Statement #6

The acknowledged structural imbalance between revenues and expenditures continues to impede the District's ability to achieve program goals, limits our tax and spending options, leaves the city vulnerable to economic fluctuations, and places a premium on sound financial management.

Issue Statement #7

The OCFO needs to encourage strong management controls in partnership with program managers to continue to transition the District to a culture of vigorous enforcement of the local Anti-deficiency Act and sound financial planning.

Strategic Result Goals

1. Ensure that District spending remains within approved budgets and/or available revenues for the fiscal year so that no spending deficits occur.
2. Transition the District's budget and financial plan entirely to Performance Based Budgeting.
3. Maintain adequate cash balances, minimize receivables balances, increase the tax base and other income sources, limit new debt to 15% of outstanding debt, and remain within a maximum debt service ratio of 12% of local revenues in order to improve the District's bond rating and lower the cost of borrowed capital.
4. Improve tax compliance by increasing collections from the accounts receivable balance and the non-filer population, as measured by revenues from research referrals.
5. Improve customer service by:
 - ?? Increasing the number of taxpayers filing electronically.
 - ?? Reducing customer wait time in telephone and walk-in centers.
 - ?? Improving customer access levels in the phone center, as measured by the rate of abandoned calls.
6. Develop and implement a plan by program area and provide analysis to support the District's efforts to redress the structural imbalance.
 - Measure 1: Plans developed in each program area.
 - Measure 2: Actions from plans implemented.
 - Measure 3: \$ received as a result of implemented action items.
7. Develop and support financial systems (i.e., budget, payroll, CFO\$ource, SOAR, ITS, EIS, etc.) that provide accurate and timely information.
 - Measure 1: Reliability - System up time of 99.9%
 - Measure 2: Accuracy - Data/reports tie to SOAR 100% of the time.
 - Measure 3: Timeliness - Up to date reports available within 24 hours of transaction taking place.
 - Measure 4: Accessibility - 90% of appropriate staff have necessary training and tools to access systems.
8. Produce the District's Comprehensive Annual Financial Report on time with an unqualified "clean" opinion.
9. Develop a highly skilled and professional workforce as measured through 100% compliance and execution of Individual Development Plans by FY 2005. Plans should reflect specific milestones and targets for activities supporting employee growth (i.e., training, seminars, cross-training activities, self help material, etc.)

Program and Activity Structure

PROGRAMS:

- I. Financial Operations and Systems
- II. Budget Development and Execution
- III. Research and Analysis
- IV. Tax Administration
- V. Finance and Treasury
- VI. Agency Financial Operations
- VII. Information Technology
- VIII. Integrity and Oversight
- IX. Agency Management

I. PROGRAM: Financial Operations and Systems

- A. ACTIVITY: Accounting Operations
 - 1) Service: Reproduction of IRS forms - 1099-Miscellaneous Statements
 - 2) Service: Cash reconciliation of Bank Statements to SOAR
 - 3) Service: Customer Relations with Internal and External parties
 - 4) Service: Accounting General Ledger Maintenance
- B. ACTIVITY: Financial Statements and Reporting
 - 1) Service: CAFR
 - 2) Service: Reconciliation Reports
 - 3) Service: Evaluation Reports
 - 4) Service: Monthly Financial Statements
 - 5) Service: District-wide cost allocation plan
- C. ACTIVITY: Payroll Disbursements and Wage Reporting
 - 1) Service: Annuity Checks
 - 2) Service: Wage And Tax Statements
 - 3) Service: Payroll Reports
 - 4) Service: Payroll Checks
 - 5) Service: Third Party Payments
 - 6) Service: Special Disbursements
- D. ACTIVITY: Functional Systems Support
 - 1) Service: Accounting System Training Classes
 - 2) Service: Accountant Systems Consultations
 - 3) Service: Test Certifications
- E. ACTIVITY: Financial Policies and Procedures
 - 1) Service: Accounting policy and procedure guidelines available to District accounting and financial personnel
- F. ACTIVITY: Benefits Administration
 - 1) Service: Employee Summary of Retiree Benefits Reports
 - 2) Retiree Benefit Change Report
- G. ACTIVITY Operations and Administration
 - 1) Service: Customer relations with internal and external parties
 - 2) Service: Logistical coordination for publication of financial statements, annual CAFR and support of the monthly and yearly closings

- 3) Service: Liaison with independent auditors
- 4) Service: Maintenance of agency supply and equipment inventories
- 5) Service: Employee training and career development
- 6) Service: Payroll management, time & attendance, travel, and conference scheduling
- 7) Service: Personnel management (retention, promotion, hiring, termination)
- 8) Service: Procurement and acquisitions
- 9) Service: Charter School Accounting
- 10) Service: One Fund Accounting

H. ACTIVITY Accounting Systems Administration

- 1) Service: Year end and interim closing workshops
- 2) Service: SOAR "helpdesk" operations
- 3) Service: Financial analysis of CAFR balances
- 4) Services: Central services cost allocation plan

II. PROGRAM: Budget Development and Execution

A. ACTIVITY Information and Systems Management

- 1) Service: LAN Management
- 2) Service: Software/hardware management
- 3) Service: Budget database management
- 4) Service: IT project development
- 5) Service: IT systems training
- 6) Service: Financial systems reports development
- 7) Service: Budget book publication support

B. ACTIVITY Budget Formulation and Development

- 1) Service: Annual agency and analyst budget instructions
- 2) Service: Annual Mayor's budget submission
- 3) Service: Annual District budget submission to Congress
- 4) Service: Capital budget formulation and execution
- 5) Service: Annual highway trust fund formulation

C. ACTIVITY Financial Planning and Analysis

- 1) Service: Budget loads
- 2) Service: Financial Review Process (FRP)
- 3) Service: Ad-hoc Financial Systems reports
- 4) Service: Flash reports
- 5) Service: Gap closing plans
- 6) Service: Program audit reports
- 7) Service: Reprogramming approval letters
- 8) Service: Local, Capital and Intra-District Budget Batch Approvals
- 9) Service: Management budget presentations
- 10) Service: Financial planning
- 11) Service: Grants management

D. ACTIVITY Executive Direction and Support

- 1) Service: Agency direction
- 2) Service: Personnel transactions
- 3) Service: Personnel management
- 4) Service: Logistical support
- 5) Service: Budget management
- 6) Service: Testimony preparation

- 7) Service: Customer relations
- E. ACTIVITY: Strategic Budgeting
 - 1) Service: Strategic business plan development
 - 2) Service: Performance measures development and management
 - 3) Service: Data collection manual
 - 4) Service: Benchmarking
 - 5) Service: Budget process training
- F. ACTIVITY: Financial and Policy Analysis
 - 1) Services: Financial Plan (expenditures focus)
 - 2) White papers
 - 3) Analytical Services
 - 4) Decision memos
 - 5) Legislative updates
 - 6) Management budget presentations
 - 7) Testimony presentations

III. PROGRAM: **Research and Analysis**

- A. ACTIVITY: Executive Direction and Support
 - 1) Service: Leadership and direction for research services.
 - 2) Service: Leadership for policy recommendations on District revenues, especially with regard to District tax structure
 - 3) Service: Leadership for analytical services on District legislative and fiscal affairs
 - 4) Service: Formulation and implementation of agency policies and procedures
 - 5) Service: Maintenance of agency supply and equipment inventories
 - 6) Service: Management of performance appraisal process
 - 7) Service: Leadership for agency staff training and professional development
 - 8) Service: Staff outreach, recruitment, selection, and orientation
 - 9) Service: Management of all agency personnel issues
 - 10) Service: Management of all staff resources, including responsibility for time and attendance
- B. ACTIVITY: Revenue Estimation
 - 1) Service: Economic database administration
 - 2) Service: Revenue estimates
 - 3) Service: Revenue chapter of annual budget
 - 4) Service: Economic baseline
 - 5) Service: Economic and revenue models
 - 6) Service: Research on fiscal issues
 - 7) Service: Special studies supporting tax policy
- C. ACTIVITY: Economic Affairs
 - 1) Service: Revenue chapter of annual budget
 - 2) Service: Cash receipts reports
 - 3) Service: Economic indicators
 - 4) Service: Research on fiscal issues
 - 5) Service: Ad hoc special reports
 - 6) Service: Policy analysis presentations and reports
 - 7) Service: Testimony (review all OCFO; participate in preparation of selected
 - 8) Service: Annual tax burden reports
 - 9) Service: Ad hoc tax publications and reports

- D. ACTIVITY: Legislative and Fiscal Analysis
 - 1) Service: Research on fiscal issues
 - 2) Service: Fiscal impact statements for legislation
 - 3) Service: Ad hoc special reports
 - 4) Service: Policy analysis presentations and reports
 - 5) Service: Testimony (review all OCFO; participate in drafting of selected ORE)
- E. ACTIVITY: Financial Data Quality Assurance
- F. ACTIVITY: Economic Development
 - 1) Service: Research supporting special economic developments projects
 - 2) Service: Analyses of the economy and special research project
 - 3) Service: Representation of the CFO in his Board commitments and research and analytical staff work related to those commitments

IV. PROGRAM: **TAX ADMINISTRATION**

- A. ACTIVITY: External customer Service, information and education
 - 1) Service: Tax problem resolution
 - 2) Service: Mail Services
 - 3) Service: Tax question resolution
 - 4) Service: Tax certifications
 - 5) Service: Business tax registrations
 - 6) Service: "Clean hands" certifications
 - 7) Service: Vendor renewals (i.e. ABC, Lottery)
 - 8) Service: Special Tax Program Administration
 - 9) Service: Tax exemptions
 - 10) Service: Website access
 - 11) Service: Tax forms
 - 12) Service: Tax payer payment options (EFT, credit card, check, debit)
 - 13) Service: Tax appeals
- B. ACTIVITY: Real property tax assessment
 - 1) Service: Property tax bills
 - 2) Service: Property assessments
 - 3) Service: Property tax appeals
 - 4) Service: Mapping
 - 5) Service: Accounts/Tax Role Management
- C. ACTIVITY: Recorder of deeds
 - 1) Service: Deed/land recording
 - 2) Service: Commercial Code (UCC) Filings
- D. ACTIVITY: Revenue accounting
 - 1) Service: Revenue Reconciliation Reports
 - 2) Service: Automated Tax Interfaces
 - 3) Service: Automated Tax Systems
 - 4) Service: Tax Refunds Processed
 - 5) Service: Defective check recovery
 - 6) Service: Accounts maintenance

- E. ACTIVITY: Receipts and delinquent collections
 - 1) Service: Tax collections
 - 2) Service: Auctions (Tax Sales)
 - 3) Service: Tax liens
 - 4) Service: Tax returns processed
 - 5) Service: Prompt deposits
 - 6) Service: Electronic payments

- F. ACTIVITY: Tax Audits and Investigations
 - 1) Service: Tax Audits
 - 2) Service: Cigarette Compliance Checks
 - 3) Service: Criminal Investigations
 - 4) Service: Revenue Protection Cases
 - 5) Service: Research Referrals

- G. ACTIVITY: Executive Direction and Support
 - 1) Service: Leadership and Direction
 - 2) Service: Formulation and implementation of agency policies and procedures
 - 3) Service: Outreach programs
 - 4) Service: Employee relations
 - 5) Service: Legislative review
 - 6) Service: Legal opinions
 - 7) Service: Financial planning and reporting
 - 8) Service: Time and Attendance
 - 9) Service: Personnel issues
 - 10) Service: Management of personnel appraisal process
 - 11) Service: Disciplinary actions and procedures
 - 12) Service: Fixed Asset Management

VI. PROGRAM: Finance and Treasury

- A. ACTIVITY: Debt management
 - 1) Service: Bond Notes
 - 2) Service: Bond Issuances
 - 3) Service: Debt Repayments

- B. ACTIVITY: Cash Management and Investments
 - 1) Service: Wire Transfers
 - 2) Service: Lock Box Payments
 - 3) Service: Grants Cash Draw Down Monitoring
 - 4) Service: Cash flow Forecasts
 - 5) Service: Cash Position Statements
 - 6) Service: Short Term Cash Management Services
 - 7) Service: Cash Investments
 - 8) Service: Bank Relationships
 - 9) Service: Bank Account Management

- C. ACTIVITY: Executive direction and support
 - 1) Service: Strategic Business Plans
 - 2) Service: Leadership Events
 - 3) Service: Organizational Development Services
 - 4) Service: Policy Decision Recommendations

- 5) Service: Board and Commissions support Services
- 6) Service: Agency management – including costs associated with Agency directors and associated office expenses
- 7) Service: Customer inquiry responses

D. ACTIVITY: Disbursements

- 1) Service: Tax Refund Checks
- 2) Service: Vendor Payment Schedules
- 3) Service: Vendor Payments Services
- 4) Service: Vendor Checks
- 5) Service: Electronic Benefit Transfer (EBT)
- 6) Service: Master Lease Disbursements
- 7) Service: Unemployment Checks
- 8) Service: Employee Cash Advances

E. ACTIVITY: Cash receipts and accounting

- 1) Service: Cashiering Services
- 2) Service: Dishonored Check Fees Collections
- 3) Service: Revenue Accounting Audits
- 4) Service: Revenue Accounting Services
- 5) Service: Interest Income Recording

F. ACTIVITY: Asset management for special programs

- 1) Service: Unclaimed Property & Owner Matches
- 2) Service: Unclaimed Property Advertisements
- 3) Service: College Savings Plan Management Services
- 4) Service: Employee Pension Management Services

VI. PROGRAM: **Agency Financial Operations**

A. ACTIVITY: Budget and Analysis

- 1) Service: Leadership and Management
- 2) Service: Formulation and Estimation
- 3) Service: Execution and Reporting
- 4) Service: Analysis (Revenue and Expenditures)

B. ACTIVITY: Accounting Operations

- 1) Service: Accounts Payable Processing
- 2) Service: Accounts Receivable Processing
- 3) Service: Financial Reporting
- 4) Service: Compilation and Edit of Agency Payrolls
- 5) Service: Cash Management
- 6) Service: Federal Revenue Billing and Collections
- 7) Service: Accounting General Ledger Maintenance
- 8) Service: Monthly Closing Services
- 9) Service: Annual Closing Services
- 10) Service: Payroll
- 11) Service: Closing Exercise
- 12) Service: Fixed Assets Reporting
- 13) Service: Unique to Government Service Cluster

C. ACTIVITY: Auditing

- 1) Service: Provide Audits and Reviews

- 2) Service: Agency Single Audit requirements
- 3) Service: Agency CAFR Audit requirements
- 4) Service: External Audit Review of Program Operations
- 5) Service: Audit Review of FHWA compliance objectives
- 6) Service: Coordination and Support of OIG and D.C. Auditor's Requests
- 7) Service: Compliance with all audit findings and recommendations

D. ACTIVITY: Executive Direction and Support/Personnel

- 1) Service: Customer relations with internal and external parties
- 2) Service: Logistical coordination for publication of financial report publications, support documentation for annual CAFR and support for monthly and yearly closings
- 3) Service: Liaison with independent agencies
- 4) Service: Maintenance of agency supply and equipment inventories
- 5) Service: Employee training and career development
- 6) Service: Payroll management, (time & attendance, travel, and conference scheduling)
- 7) Service: Personnel management, (recruitment, orientation, retention, promotion, hiring, termination)
- 8) Service: Procurement and acquisitions
- 9) Service: System security authorization
- 10) Service: Formulation and implementation of cluster policies and procedures
- 11) Service: Asset management
- 12) Service: Personnel appraisal process
- 13) Service: Disciplinary actions and procedures
- 14) Service: Employee Training and Career development
- 15) Service: Outreach to servicing agency personnel
- 16) Service: Strategic Business Plans
- 17) Service: Leadership Events/Annual Retreats
- 18) Service: Organizational Development Services
- 19) Service: Policy Decision Recommendations
- 20) Service: Agency management – including costs associated with Agency directors and associated office expenses
- 21) Service: Training Classes, Seminars and Workshops
- 22) Service: Correspondence Tracking System
- 23) Service: Training Assessments
- 24) Service: Program Management (Special Projects)
- 25) Service: Customer inquiry responses

VII. PROGRAM: **Information technology**

A. ACTIVITY: Information technology support

- 1) Service: Computer hardware and software support Services
- 2) Service: Programming Services
- 3) Service: Software licenses and upgrades
- 4) Service: Long range Information Systems Plans
- 5) Service: System security authorization
- 6) Service: Test certifications
- 7) Service: System interfaces
- 8) Service: Software program library
- 9) Service: SOAR maintenance library
- 10) Service: Documentation reports

VIII. PROGRAM: **Integrity and Oversight**

- A. ACTIVITY: Security and Integrity Oversight
 - 1) Service: Oversight and security budget
 - 2) Service: Oversight of DC Lottery security
 - 3) Service: Proactive integrity probes
 - 4) Service: Integrity awareness presentations
 - 5) Service: Emergency preparedness Oversight
 - 6) Service: Assistance and Advice on Security Issues

- B. ACTIVITY: Audit Services
 - 1) Service: Audit Reports
 - 2) Service: Single-Audit Status Report
 - 3) Service: Assessments Of Audit Recommendations (Including Management Letters)
 - 4) Service: External Audit Agency Responses

- C. ACTIVITY: Investigations
 - 1) Service: Reports Of Investigation (ROI)

IX. PROGRAM: Agency Management Program

- A. ACTIVITY: Personnel
 - 1) Service: Workforce Plans
 - 2) Service: Candidate Selection Recommendations
 - 3) Service: Recruitment Plans
 - 4) Service: Job Postings
 - 5) Service: Job Analyses and Classification
 - 6) Service: Personnel Policy Interpretations
 - 7) Service: Personnel Policy Recommendations
 - 8) Service: Legal and Regulatory Interpretations
 - 9) Service: Personnel Policy and Procedure Updates
 - 10) Service: Employee Complaint/Grievance Investigation Reports
 - 11) Service: Grievance Hearings
 - 12) Service: Employee Interviews
 - 13) Service: Benefit Consultations
 - 14) Service: Employee Inquiry Responses
 - 15) Service: Organization Development Facilitations and Consultations
 - 16) Service: Other

- B. ACTIVITY: Training and Employee Development
 - 1) Service: Training Classes, Seminars and Workshops
 - 2) Service: Occupational Certification Sessions
 - 3) Service: Computer-based Training Sessions
 - 4) Service: Tracking System
 - 5) Service: Internal Educational Consulting Sessions
 - 6) Service: Employee Handbooks
 - 7) Service: Training Assessments
 - 8) Service: Program Management (Special Programs)
 - 9) Service: Other

- C. ACTIVITY: Contracting and Procurement
 - 1) Service: Contract Preparation, Administration, Monitoring and Compliance
 - 2) Service: Bid Requests/Recommendations

- 3) Service: Change Orders
- 4) Service: Technical Assistance
- 5) Service: Purchase Reports
- 6) Service: Other

D. ACTIVITY: Property Management

- 1) Service: Strategic planning
- 2) Service: Site Acquisition
- 3) Service: Lease Negotiations
- 4) Service: Lease management
- 5) Service: Lease administration
- 6) Service: Space planning
- 7) Service: Space Allocations
- 8) Service: Utility Management
- 9) Service: Fixed Cost Projections
- 10) Service: Security Services
- 11) Service: Emergency Response
- 12) Service: Relocation Support
- 13) Service: Facility Services
- 14) Service: Contract Management
- 15) Service: Postal Services
- 16) Service: Capital Construction
- 17) Service: Parking Services
- 18) Service: Facility Coordination
- 19) Service: Furniture Relocations
- 20) Service: Recycling Services
- 21) Service: Other

E. ACTIVITY: Financial Services

- 1) Service: Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring
- 2) Service: Revenue and Expenditures Tracking Reports
- 3) Service: Revenue and Expenditure Estimates (FRP)
- 4) Service: Annual Financial Report
- 5) Service: Capital Project/Grant Closeouts
- 6) Service: Grant Management/Allocations
- 7) Service: Budget Variance Analyses
- 8) Service: Budget Change Requests
- 9) Service: Fund Certifications
- 10) Service: Activity Management
- 11) Service: Other

F. ACTIVITY: Risk Management

- 1) Service: Risk Assessments
- 2) Service: Risk Mitigation Plans
- 3) Service: Risk Reduction Policies
- 4) Service: Incident Analyses
- 5) Service: Risk Mitigation Plan Audits
- 6) Service: Other

G. ACTIVITY: Legal Services

- 4) Service: Contract review, drafting, and negotiation
- 5) Service: Legislative drafting
- 6) Service: Legislative updates

- 7) Service: Testimony/hearing preparation and review
- 8) Service: Legal, legislative, statutory, regulatory review and interpretation
- 9) Service: Legal Opinions
- 10) Service: Freedom of Information Act (FOIA) reports
- 11) Service: Liaison to and selector of outside counsel to the OCFO
- 12) Service: Congressional inquiry responses
- 13) Service: Council inquiry responses
- 14) Service: Liaisons to Office of Corporation Council (OCC)
- 15) Service: Legal Sufficiency Review
- 16) Service: Agency ethics officer
- 17) Service: Council on labor, employment, and personnel issues
- 18) Service: Liaison to Council and Congressional members and staffs and Mayor's legislative staff
- 19) Service: Monitoring and ensuring of OCFO compliance with applicable laws, rules, and regulations
- 20) Service: Public finance transactional review and analysis
- 21) Service: Litigation support

H. ACTIVITY: Communications

- 1) Service: Newsletters
- 2) Service: Informational Bulletins
- 3) Service: Informational Meetings
- 4) Service: New Employee Packages
- 5) Service: Internal Council/Forum Sessions/Meetings
- 6) Service: Media Request Responses
- 7) Service: Promotional Campaigns
- 8) Service: Posters, Brochures, and Newsletters
- 9) Service: Supported Special Events
- 10) Service: Speaking Engagements
- 11) Service: Media Outreach Services
- 12) Service: Website Content
- 13) Service: Workshops
- 14) Service: School Curricula
- 15) Service: School Patrols
- 16) Service: Freedom of Information Act (FOIA) Reports
- 17) Service: Congressional Inquiry Responses
- 18) Service: Council inquiry Responses
- 19) Service: Other

I. ACTIVITY: Customer Service

- 1) Service: Telephone Number Verifications
- 2) Service: Performance Data and Trend Analysis Reports
- 3) Service: Internal Quality Assurance Monitoring Services
- 4) Service: Agency Call Center Responses (Where Applicable)
- 5) Service: Agency Call Center Intakes (Where Applicable)
- 6) Service: Acknowledgment Letters to Constituents
- 7) Service: Letter Routing and Tracking Services
- 8) Service: Customer Service Technology System Installations
- 9) Service: Customer Service Technology System Training Sessions
- 10) Service: Customer Service Business Partner Sessions
- 11) Service: Customer Service Information Reference Materials
- 12) Service: Customer Service Public Service Announcements
- 13) Service: Delivery Schedules
- 14) Service: Customer Service Awards and Acknowledgements

15) Service: Agency-specific Customer Surveys

J. ACTIVITY: Performance Management

- 1) Service: Agency Strategic Business Plans (Biennial)
- 2) Service: Performance Contracts (Annual)
- 3) Service: Monthly Performance Reports
- 4) Service: Performance Accountability Plans (Incorporated Into Budget)
- 5) Service: Performance Accountability Reports to Council
- 6) Service: Scorecards
- 7) Service: Neighborhood Cluster Database

Key Result Measures

Program 1 - FINANCIAL OPERATIONS AND SYSTEMS

The Financial Operations and Systems program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Financial Operations and Systems program is to provide accounting, payroll disbursement and financial reporting services to District agencies, District leaders and employees so they can be confident in the city's financial position.

Key Results Measures:

1. 99% of paychecks accurately prepared and distributed within the established payroll schedule
2. 100% of time monthly closings completed within ten business days

Program 2 - BUDGET DEVELOPMENT AND EXECUTION

Program 2 - BUDGET DEVELOPMENT AND EXECUTION

The Budget Development and Execution program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Budget Development and Execution Program is to provide budget formulation, development, execution, and information services so that stakeholders have timely, accurate, and usable financial information so that they can make informed resource allocation decisions around District priorities.

Key Results Measures:

1. Number of agencies preparing performance-based budgets for the following year (cumulative total) (FY04 target: 50; FY05 target: 70)
2. Number of agencies that reprogram more than 10% of budget (FY04 target: 8; FY05 target: 5)
3. Spending pressures resolved by sources external to the agency, as percent of the District's approved local budget (FY04 target: 5%; FY05 target: 5%)
4. Percent of awarded grant funds lost due to lapse (FY04 target: 1%; FY05 target: 1%)

Program 3 - RESEARCH AND ANALYSIS

The Research and Analysis program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Research and Analysis Program is to provide economic, revenue, and grant activity data, as well as fiscal and administrative impact analytical services, to the Mayor, Council, and Congress so they can receive up-to-date and reliable information for decision-making.

Key Results Measure

1. 5 percent variation between the original binding revenue estimate as compared to actual revenue and the CBO estimate of Federal revenue and actual Federal revenue.
2. 90 % of ad hoc documents reviewed by ORA contain no factual errors
3. 80 % of applications for tax increment financing are reviewed and processed within 120 days of receipt in ORA

Program 4 - TAX ADMINISTRATION

The Tax Administration program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Tax Administration Program is to provide tax assessments and collection services to the citizens, residents and other stakeholders of the District so they can receive government services supported by tax revenue.

Key Results Measures:

1. FY 2005 - 30% of returns filed electronically (new key result measure)
2. FY 2005 - 3.0% of documents filed electronically (new key result measure)
3. FY 2005 – 6.5% Ratio of assessment changes to total value of assessments appealed (new key result measure)
4. Delinquent account collections for FY 2005 to be \$105M.
5. In FY 2005, 95 % of refunds issued within 14 days

Program 5 - FINANCE AND TREASURY

The Finance and Treasury program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Treasury Operations Program is to provide asset management services to the District, its agencies and its stakeholders so they can maintain maximum financial flexibility and return on investments.

Key Results Measures:

1. 13 % maximum debt service as percent per local revenues.
2. 100 % of banking service contracts with costs lower than the Phoenix Hecht index.
3. 100 % of checks and earning statements that meet payment schedule.
4. 35 % of unclaimed property returned to owners.

Program 6 - Agency Financial Operations

The Financial Operations and Systems program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Agency Financial Operations program is to provide comprehensive and efficient financial management services to and on behalf of all District agencies so that the financial integrity of the District of Columbia is maintained.

Key Results Measures:

1. 90% of spending plans and RFPs submitted.
2. 90% of reprogrammings processed.
3. 90% of Interim and Annual Closing Packages Submitted Timely
4. 60% of audit recommendations implemented.
3. 30% of OCFO Cluster direct service staff provided intermediate level or better training experiences in technology, financial analysis, writing skills or project management training

Program 7 - INFORMATION TECHNOLOGY

The Information Technology program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Information Technology Program is to guide and leverage the OFCO's investment in information technology to attain the administration's goal.

Key Results Measures:

1. 75% of payroll system milestones completed on time and within budget.
2. Assure that the District's accounting, budget, payroll, and tax systems provide timely, accurate and reliable information, as measured by 90 % system availability for users during regular business hours.

Program 8 – INTEGRITY AND OVERSIGHT

The Integrity and Oversight program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Integrity and Oversight program is to provide audit/, investigative and security Services for the OCFO to assure the highest standards of integrity and security and to assist OCFO management in assuring that integrity, accountability, and efficiency are maintained in the District of Columbia's financial management and tax administration systems.

Key Results Measures:

1. 90 % of audit recommendations that are implemented or resolved by FY 2005.
2. 100 % of approved security needs implemented by FY 2005
3. No more than 4 reports of investigations issued that are returned for additional information or investigation due to deficiencies in the investigation.

Program 9 - AGENCY MANAGEMENT PROGRAM

The Agency Management Program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Agency Management program is to provide the operational support to the agency so they have the necessary tools to achieve operational and programmatic results.

Key Result Measures:

1. Dollars saved by agency-based labor management partnership projects (FY04 target: TBD; FY05 target: TBD)
2. Percent variance of estimate to actual expenditure (over/under) (FY04 target: 5%; FY05 target: 5%)
3. Cost of Risk (FY04 target: TBD; FY05 target: TBD)
4. Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette, and 4) Overall Impression (FY04 target: 4; FY05 target: 4)
5. **PERCENT OF KEY RESULT MEASURES ACHIEVED (FY04 TARGET: 70%; FY05 TARGET: 70%)**

Program 9 - AGENCY MANAGEMENT PROGRAM

Activity Purposes and Measures:

PROGRAM	Financial Operations and Systems
Activity	Financial Policies and Procedures
Activity Purpose Statement	The purpose of the Financial Policies and Procedures activity is to provide recorded references for standard government accounting practices (policies and theories) and guides for operation (procedures and process flows) for the District's daily accounting function and the supporting automated system of record for accounting and financial managers and their staff so that they have the information that they need to do their job.
Services that Comprise the Activity	Accounting policy and procedure guideline available to District accounting and financial personnel
Activity Performance Measures	<p><u>Results:</u> % of time that accounting policies and procedures are updated when required % of time that accounting and financial managers receive updated policies and procedures timely</p> <p><u>Outputs:</u> Comprehensive accounting policies/guidelines completed and distributed</p> <p><u>Demand:</u> Number of agencies requesting exceptions to accounting policies Number of requests for policies, procedures and guidelines by agencies from central accounting unit or financial control and reporting division Number of regulatory and accounting mandates that impact the District's accounting/financial policies</p> <p><u>Efficiency:</u></p>
Responsible Program Manager	Anthony Pompa
Responsible Activity Manager	Bill Slack
FY 2004 Budget (Gross Funds)	389,946
FTEs	5

PROGRAM	Financial Operations and Systems
Activity	Accounting Systems Management/Functional Integration Team
Activity Purpose Statement	The purpose of the Accounting Systems Management /Functional Integration Team activity is to provide related training, expertise and assistance on the automated accounting system, coupled with generally accepted accounting principles, for the central OCFO cluster employees and agency financial staff so that they can improve performance of daily recording of accounting transactions and reporting of financial position within their agencies/activities.
Services that Comprise the Activity	Accounting system training classes Accountant system consultations
Activity Performance Measures	<p><u>Results:</u> % of staff receiving training during the current fiscal year</p> <p><u>Outputs:</u> Number of SOAR training classes conducted Number of PASS training classes conducted</p> <p><u>Demand:</u> Number of requests by agencies for accounting and/or SOAR Transaction input Number of SOAR training slots requested by agencies Number of PASS training slots requested by agencies Number of new tasks accepted by ASM program from agencies</p> <p><u>Efficiency:</u></p>
Responsible Program Manager	Anthony Pompa
Responsible Activity Manager	Larry Daniels
FY 2004 Budget (Gross Funds)	2,416,633
FTEs	31

PROGRAM	Financial Operations and Systems
Activity	Financial Control and Reporting
Activity Purpose Statement	The purpose of the Financial Control and Reporting activity is to provide statements of financial position and condition, prepared in accordance with generally accepted accounting principles for state and local governments, for the Mayor, Council of the District of Columbia, United States Congress, District managers, rating agencies and the general public so that they can make informed decisions based on timely and accurate financial information.
Services that Comprise the Activity	Comprehensive Annual Financial Report (CAFR) Interim and ad-hoc financial statements Comprehensive Financial Plan
Activity Performance Measures	<p><u>Results:</u> % of time interim and ad-hoc financial statements are produced within 30 days of the financial statement date % of time the Comprehensive Annual Financial Report (CAFR) is produced by February 1st</p> <p><u>Outputs:</u> Comprehensive Annual Financial Report (CAFR) to stakeholders Interim and ad-hoc internal financial reports provided to OCFO and stakeholders Comprehensive Financial Plan to OCFO</p> <p><u>Demand:</u> Number of ad-hoc financial reports requested by OCFO agencies Number of financial projections requested by OCFO</p> <p><u>Efficiency:</u> Timely and accurate reports provided to users</p>
Responsible Program Manager	Anthony Pompa
Responsible Activity Manager	Bill Slack
FY 2004 Budget (Gross Funds)	439,498
FTEs	3

PROGRAM	Financial Operations and Systems
Activity	Benefits Administration
Activity Purpose Statement	The purpose of the Benefits Administration activity is to provide annuity payments and related benefits for former and retired District employees so that they receive accurate and timely pension refunds, annuity checks and retirement statements.
Services that Comprise the Activity	Employee summary of retiree benefits reports Retiree benefit change report
Activity Performance Measures	<p>Results: % of annuity benefits issued by the first business day of each month % of telephone inquiries addressed within 24 hours</p> <p>Outputs: Number of annuity adjustments Number of pension refunds issued Number of annuity checks issued Number of retirements statements issued Number of CSRS claims processed</p> <p>Demand: Number of telephone inquiries</p> <p>Efficiency: Cost per pension payment issued Cost per CSRS claims processed Cost per telephone inquiry</p>
Responsible Program Manager	Anthony Pompa
Responsible Activity Manager	Johnetta Bond
FY 2004 Budget (Gross Funds)	1,704,125
FTEs	16

PROGRAM	Financial Operations and Systems
Activity	Payroll Disbursements & Wage Reporting
Activity Purpose Statement	The purpose of the Payroll Disbursements and Wage Reporting activity is to provide a record of compensation and related payments for District employees so that they receive an accurate and timely paycheck.
Services that Comprise the Activity	Annuity Checks Wage and Tax Statements Payroll Reports Payroll Checks Third Party Payments Special Disbursements
Activity Performance Measures	<p><u>Results:</u> % of paychecks accurately prepared and distributed within the established payroll schedule</p> <p><u>Outputs:</u> Number of paychecks issued Number of W2s issued Number 1099® Forms issued Number of supplemental adjustments issued Number of court ordered wage adjustments processed</p> <p><u>Demand:</u> Number of court ordered wage adjustments (garnishments, child support levies)</p> <p><u>Efficiency:</u> Cost per paycheck issued Cost per supplemental adjustment issued</p>
Responsible Program Manager	Anthony Pompa
Responsible Activity Manager	Johnetta Bond
FY 2004 Budget (Gross Funds)	3,155,206
FTEs	47

PROGRAM	Financial Operations and Systems
Activity	Accounting Operations
Activity Purpose Statement	The purpose of the Accounting Operations activity is to provide District-wide General Ledger accounting so as to maintain the official "automated book of record" on which the current financial position of the District can be ascertained by District elected and appointed leaders, United States Congress, District agencies (directors, financial managers, employees), public and private financial communities, and the general public, so that they can make decisions which are influenced by the District's financial position.
Services that Comprise the Activity	Customer relations with internal and external parties Accounting General Ledger maintenance Preparation of IRS Form 1099-Miscellaneous Statements Reconciliation of bank statements to SOAR
Activity Performance Measures	<p><u>Results:</u> % of time monthly closings completed within 10 business days</p> <p><u>Outputs:</u> Number of IRS Form 1099 (Miscellaneous) issued Number of documents approved for GL recording</p> <p><u>Demand:</u> Number of PASS vendor profile updates</p> <p><u>Efficiency:</u> % of bank account reconciliation completed on time</p>
Responsible Program Manager	Anthony Pompa
Responsible Activity Manager	Leti Stephenson
FY 2004 Budget (Gross Funds)	2,284,711
FTEs	25

PROGRAM	Financial Operations and Systems
Activity	Operations and Administration
Activity Purpose Statement	The purpose of the Operations and Administration activity is to provide leadership, general program management, personnel, procurement, automated accounting system access security, fixed asset accountability and other logistical support Services to OFOS' staff, so that they can provide general accounting services, specialized accounting systems management, payroll, financial reporting, accounting policies and procedures, and benefits administration for employees, agencies, and District leaders for their utilization in decision making. Additionally, this activity provides citizens with financial information so that they can keep abreast of the District's financial position.
Services that Comprise the Activity	Customer relations with internal and external parties Logistical coordination for publication of financial statements, annual CAFR and support of the monthly and yearly closings Liaison with independent auditors Maintenance of agency supply and equipment inventories Employee training and career development Payroll management, time & attendance, travel, and conference Scheduling Personnel management (retention, promotion, hiring, Termination) Procurement and acquisitions Charter School Accounting One Fund Accounting
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> % of requested actions completed within five business days</p> <p><u>Outputs:</u> Number of request for information completed/provided to original requestor Number of request for actions (personnel, procurement, training, etc.) completed or forwarded for final action to appropriate program managers</p> <p><u>Demand:</u> Number of information request by staff and external parties</p> <p><u>Efficiency:</u></p>
Responsible Program Manager	Anthony Pompa
Responsible Activity Manager	Chris LaCour
FY 2004 Budget (Gross Funds)	1,458,618
FTEs	7

PROGRAM	Financial Operations and Systems
Activity	Accounting Systems Administration
Activity Purpose Statement	The purpose of the Accounting Systems Administration activity is to provide SOAR "help desk" support, maintain centrally controlled SOAR profiles, monitor the general ledger balances and activities recorded in SOAR, prepare the roll forward to the new fiscal year, maintain closing instructions/forms, conduct SOAR closing workshops as required, perform financial analysis in support of the CAFR balances, and develop the District's central services cost allocation plan.
Services that Comprise the Activity	Year end and interim closing workshops SOAR "help desk" operations Financial analysis of CAFR balances Central services cost allocation plan
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> % of agencies completing closing requirements according to closing schedule % of fiscal year business events recorded in SOAR on a timely basis</p> <p><i>Output:</i> Timely submission of closing information to independent auditor Number of workshops conducted</p> <p><u>Demand:</u> SOAR roll forward completed by end of fiscal year Closing instructions issued before end of fiscal year Development and publication of closing calendar in the 4th quarter of fiscal year</p> <p><u>Efficiency:</u></p>
Responsible Program Manager	Anthony Pompa
Responsible Activity Manager	Grace Crocker
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Budget Development and Execution
Activity	Executive Direction and Support
Activity Purpose Statement	The purpose of the Executive Direction and Support activity is to provide general program management, leadership, technical assistance, and support services to OBP staff and other District government personnel, so that they can provide financial planning, budgetary, performance and cost analysis for decision makers so they can make effective decisions and achieve strategic goals. It also provides citizens with information so that they may be informed on financial issues.
Services that Comprise the Activity	Agency direction Personnel transactions Personnel management Logistical support Budget Management Testimony preparation Production Procurement
Activity Performance Measures	<p><u>Results:</u> % of staff attending more than 40 hours of training % expenditures compared to budget % staff turnover in one year % of superior ratings in the GFOA review</p> <p><u>Outputs:</u> # of staff attending training # of interviews for vacant positions # of training requests reviewed and approved</p> <p><u>Demand:</u> # of staff to be trained # of projected annual vacancies</p> <p><u>Efficiency:</u> Average training cost per staff to meet 40 hour minimum requirement</p>
Responsible Program Manager	Bert Molina
Responsible Activity Manager	Hyong Yi
FY 2004 Budget (Gross Funds)	\$ 894,455
FTEs	11

PROGRAM	Budget Development and Execution
Activity	Information and Systems Management
Activity Purpose Statement	The purpose of the Information and Systems Management Activity is to provide technology and information support to OBP staff so that they may accurately assess agency budgetary information.
Services that Comprise the Activity	LAN management Software/hardware management Budget database management IT project development IT systems training Financial systems reports development Budget book publication support
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> % downtime for OBP systems</p> <p><u>Outputs:</u> # of financial reports created # of hours of downtime</p> <p><u>Demand:</u> # of requests for financial reports # of hours system is required to be operational</p> <p><u>Efficiency:</u> Cost per hour of downtime</p>
Responsible Program Manager	Bert Molina
Responsible Activity Manager	John Nitz
FY 2004 Budget (Gross Funds)	
FTEs	9

PROGRAM	Budget Development and Execution
Activity	Budget Formulation and Development
Activity Purpose Statement	The purpose of the Budget Formulation and Development activity is to provide financial and budgetary services to the Mayor and Council so they can have timely and accurate information to make informed decisions regarding allocating District resources against policy priorities.
Services that Comprise the Activity	Operating budget formulation Capital budget formulation Highway Trust Fund formulation Capital budget execution
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> <i>% of agencies reprogramming funds greater than 10 percent of approved budget</i> <i>2.5% or less variance between actual versus projected general fund budget expenditures</i> % of agencies submitting budget submissions on time and complete % of agency budgets aligned with mayoral priorities</p> <p><u>Outputs:</u> # of NAC-SLB recommended budget practices implemented out of those applicable to the district # of agency budgets produced in PBB format # of agencies with budget submissions that have missing or incomplete documents # of agency budgets aligned with mayoral priorities</p> <p><u>Demand:</u> # of agency budgets expected to be formulated</p> <p><u>Efficiency:</u> Cost per budgeted dollars (in millions)</p>
Responsible Program Manager	Bert Molina
Responsible Activity Manager	Dallas Allen/ Gordon McDonald
FY 2004 Budget (Gross Funds)	2,679,317
FTEs	34

PROGRAM	Budget Development and Execution
Activity	Financial Planning and Analysis
Activity Purpose Statement	The purpose of the Financial Planning and Analysis activity is to provide monitoring and reporting services, financial policy documentation, and financial analysis to the OCFO, Mayor, Council, District agencies, and Congress to them to make effective budget decisions and maintain fiscal integrity and accountability.
Services that Comprise the Activity	Financial Review Process (FRP) Financial Status Reports (FSRs) Council and Congressional Reports Ad-hoc financial systems reports and flash reports Spending pressure analysis and gap-closing plans Reprogramming processing and approval letters Agency spending plans Management budget presentations Financial Plan Labor cost analysis Grant and O-type budget modifications Grant activity reports for Congress Grant policies and procedures
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p><i>% of agencies with spending pressures resolved by funding sources external to the agency as a percent of District's approved Local budget</i></p> <p><i>% of agencies adhering to approved spending plan</i></p> <p><i>% of items in supplemental budget request out of District's control or unforeseen</i></p> <p><i>% of FRP reports submitted on time</i></p> <p><i>% of reprogrammings approved within the estimated time</i></p> <p><i>% of budget modifications approved within the estimated time</i></p> <p><i>% of awarded grant funds lost due to lapse</i></p> <p>Outputs:</p> <p># of gap closing measures implemented</p> <p># of reprogrammings and grant budget modifications accomplished</p> <p># of information requests completed</p> <p># of FSRs and grants reports completed</p> <p># of budget presentations delivered</p> <p># of testimonies delivered</p> <p>Demand:</p> <p># of agencies expected to exceeding approved budgets at year-end</p> <p># of requests for reprogrammings and budget modifications received</p> <p># of information requests received</p> <p>Efficiency:</p> <p>Cost per budgeted dollar</p> <p>Cost per FSR</p>
Responsible Program Manager	Bert Molina
Responsible Activity Manager	Jim Spaulding
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Budget Development and Execution
Activity	Strategic Budgeting
Activity Purpose Statement	The purpose of the Strategic Budgeting Activity is to continually improve how the District presents its budgetary, financial, performance, and benchmark information to stakeholders so that they can make informed management decisions about budgetary allocations.
Services that Comprise the Activity	Strategic business plan development Performance measures development and management Data collection manual Benchmarking Budget process training
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> % of District agencies preparing performance-based budgets for the following year</p> <p><u>Outputs:</u> # of agencies PBB sessions facilitated # of budget training sessions completed # of agencies in PBB</p> <p><u>Demand:</u> # of agencies to be facilitated # of agencies to be transitioned to PBB</p> <p><u>Efficiency:</u> Cost to transition an agency to PBB structures</p>
Responsible Program Manager	Bert Molina
Responsible Activity Manager	Hyong Yi
FY 2004 Budget (Gross Funds)	
FTEs	5

PROGRAM	Revenue Analysis
Activity	Executive Direction and Support
Activity Purpose Statement	The purpose of the Executive Direction and Support activity is to provide general program management, leadership, technical assistance, and support services to ORE staff, so that they can provide research and analytical services on revenue and economic data and analysis of fiscal and administrative impacts to decision-makers.
Services that Comprise the Activity	Leadership and direction for research services Leadership for policy recommendations on District revenues, especially with regard to District tax structure Leadership for analytical services on District legislative and fiscal affairs Formulation and implementation of agency policies and procedures Maintenance of agency supply and equipment inventories Management of performance appraisal process Leadership for agency staff training and professional development Staff outreach, recruitment, selection, and orientation Management of all agency personnel issues Management of all staff resources, including responsibility for time and attendance
Activity Performance Measures	<p>Results: % of staff turnover % of ORE staff that received professional development courses</p> <p>Outputs: # of senior staff meetings held</p> <p>Demand:</p> <p>Efficiency:</p>
Responsible Program Manager	Julia Friedman
Responsible Activity Manager	
FY 2004 Budget (Gross Funds)	
FTE	2

PROGRAM	Revenue Analysis
Activity	Revenue Estimation
Activity Purpose Statement	The purpose of the Revenue Estimation activity is to provide economic and revenue data and analysis and District tax structure data and analysis for the Mayor, the Council, and the Congress, so they have timely and quality information for policy formulation and decision-making.
Services that Comprise the Activity	Economic database administration Revenue estimates Revenue chapter of annual budget Economic baseline Economic and revenue models Research on fiscal issues Special studies supporting tax policy
Activity Performance Measures	<p><u>Results:</u> (<i>Key Result Measures Italicized</i>) Original binding revenue estimate as compared to actual revenue for the year is not more than five percentage points greater than the variance between the CBO estimate of federal revenue and actual federal revenue</p> <p><u>Outputs:</u> # of regularly scheduled data reports # of revenue estimate updates # of presentation documents # of testimonies reviewed and presented</p> <p><u>Demand:</u> # of revenue estimates required by policy makers</p> <p><u>Efficiency:</u></p>
Responsible Program Manager	Julia Friedman
Responsible Activity Manager	Fitzroy Lee
FY 2004 Budget (Gross Funds)	
FTEs	8

PROGRAM	Revenue Analysis
Activity	Economic Affairs
Activity Purpose Statement	The purpose of the Economic Affairs activity is to develop and present documents detailing the economic and revenue affairs of the District of Columbia to other components of the OCFO, the Mayor, the Council, and the Congress so they have timely and quality information for policy formulation and decision-making.
Services that Comprise the Activity	Revenue chapter of annual budget Cash receipt reports Economic indicators Research on fiscal issues Ad hoc special reports Policy analysis presentations and reports Testimony (review all OCFO; participate in preparation of selected) Annual tax burden reports Ad hoc tax publications and reports
Activity Performance Measures	<p><u>Results: (Key Result Measures Italicized)</u> % of ad hoc documents reviewed by ORA containing no factual errors % of policy-related reports provided according to agreed upon schedules</p> <p><u>Outputs:</u> # of testimonies reviewed and presented # of regularly scheduled reports # of ad hoc reports and special studies</p> <p><u>Demand:</u> # of ad hoc reports and special studies requested by policy makers</p> <p><u>Efficiency:</u> Cost per total reports (regularly scheduled and ad hoc) completed</p>
Responsible Program Manager	Julia Friedman
Responsible Activity Manager	Vacant
FY 2004 Budget (Gross Funds)	
FTEs	5

PROGRAM	Revenue Estimation
Activity	Legislative and Fiscal Analysis
Activity Purpose Statement	The purpose of the Fiscal and Legislative Analysis activity is to provide legislative fiscal impact analysis for the Mayor, the Council, and the Congress, so they have timely and quality information for policy formulation and decision-making.
Services that Comprise the Activity	Research on fiscal issues Fiscal impact statements for legislation Ad hoc special reports Policy analysis presentations and reports Testimony (review all OCFO; participate in drafting of selected ORE)
Activity Performance Measures	<p><u>Results:</u> (<i>Key Result Measures Italicized</i>)</p> <p>% of fiscal impact statements completed by ORA containing no factual errors or oversights regarding revenues</p> <p><i>% of legislation fiscal impact statements that are provided on time (according to agreed upon schedules)</i></p> <p>% of policy-related reports provided according to agreed upon schedules</p> <p><u>Outputs:</u></p> <p># of fiscal impact statements</p> <p># of presentation documents</p> <p># of testimony presentation</p> <p># of testimonies reviewed</p> <p># of regularly scheduled reports</p> <p># of ad hoc reports and special studies</p> <p><u>Demand:</u></p> <p># of fiscal impact statements requested by policy makers</p> <p><u>Efficiency:</u></p> <p>Cost per total reports (ad hoc) completed</p>
Responsible Program Manager	Julia Friedman
Responsible Activity Manager	Jim Stimpson
FY 2004 Budget (Gross Funds)	
FTEs	5

PROGRAM	Revenue Analysis
Activity	Financial Data Quality Assurance
<p><i>Under the recent reorganization, this function is no longer performed by the Office of Revenue Estimation</i></p>	

PROGRAM	Economic Development
Activity	Economic Development
Activity Purpose Statement	The purpose of the Economic Development Activity is to provide analysis of fiscal, economic, financial, and/or administrative impacts of projects to the CFO, the Mayor, the Deputy Mayor for Economic Development and Council so they can appropriate assess economic development initiatives and ensure maximum economic benefit to the city.
Services that Comprise the Activity	Research supporting special economic development projects Analyses of the economy and special research projects Representation of the CFO in his Board commitments and research and analytical staff work related to those commitments
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> <i>% of applications for tax increment financing (TIF) reviewed and processed within 120 days of receipt in ORA</i></p> <p><u>Outputs:</u> # of analyses conducted for special projects # of Board-related projects analyzed # of project/issue briefs prepared for the CFO</p> <p><u>Demand:</u> # of requests for support from Deputy Mayor for Economic Development # of requests for special analyses # of requests for support from members of the Council</p> <p><u>Efficiency:</u> Cost of TIF applications processed</p>
Responsible Program Manager	John Ross
Responsible Activity Manager	John Ross
FY 2004 Budget (Gross Funds)	452,596
FTEs	5

Activity Purposes and Measures:

PROGRAM	Tax Administration
Activity	External Customer Service, Information and Education
Activity Purpose Statement	The purpose of the External Customer Service, Information and Education activity is to provide tax support and outreach Services to District taxpayers and their representatives so they can access accurate and timely information needed to voluntarily comply with District tax laws and regulations.
Services that Comprise the Activity	Tax Problem Resolution cases resolved Mail Services Tax question resolution Tax certifications Business tax registrations "Clean hands" certifications Vendor renewals (i.e. ABC, Lottery) Special Tax Program Administration Tax exemptions Website access Tax forms Tax payer payment options (EFT, credit card, check, debit) Tax appeals
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> % of calls and walk-ins responded to within specified time frames % of businesses registered within one day % of customer satisfied with information provided Rate of abandoned calls <i>% of returns filed electronically</i>
	<p>Outputs:</p> # of tax payers and representatives assisted # of web visits received # of business tax registration filed manually or electronically # of taxpayer education programs provided
	<p>Demand:</p> # of tax payers and representatives requesting assistance # of web visits projected
	<p>Efficiency:</p> Cost per customer contact Cost per web visit
Responsible Program Manager	Phil Brand
Responsible Activity Manager	Roxann Cooper
FY 2004 Budget (Gross Funds)	
FTE	

PROGRAM	Tax Administration and Revenue
Activity	Recorder Of Deeds
Activity Purpose Statement	The purpose of the Recorder of Deeds activity is to provide recordation Services to District taxpayers, title companies and other representatives, so they can access and receive accurate information and documents for real and personal property.
Services that Comprise the Activity	Deed/Land Recordation Commercial Code (UCC) Filings
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>% of documents processed and returned to requestor in one day of receipt <i>% of documents filed electronically</i> % of processed documents available on-line</p> <p>Outputs:</p> <p># of customer walk-in and # of phone calls received # of documents processed in total # of documents processed on-line and # of web visits # of processed documents available on-line</p> <p>Demand:</p> <p># of documents request anticipated</p> <p>Efficiency:</p> <p>Cost per document processed Cost per document within one day</p>
Responsible Program Manager	Phil Brand
Responsible Activity Manager	Henry Riley
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Tax Administration
Activity	Real Property Tax Administration
Activity Purpose Statement	The purpose of the Real Property Tax Assessment activity is to provide assessment and billing Services to District taxpayers, title agencies, prospective property owners and their representatives so they have accurate and timely information.
Services that Comprise the Activity	Property Tax Bills Property Assessments Property Tax Appeals Mapping Accounts/Tax Role Management
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i></p> <p>% of assessments upheld on appeal (2nd level and above) <i>Ratio of assessment changes to total value of assessments appealed</i> % of property owners notified of proposed assessments on or before March (excluding mail pieces) % of delayed tax bills mailed by established deadline % of property tax bills mailed by established deadline % of total tax bills categorized as "delayed" % of customer issues resolved in a single contact % of refunds issued with in targeted time frame</p> <p><u>Outputs:</u></p> <p># of assessment notices mailed # of assessments completed # of property tax billed # of delayed property tax bills # of returned mail pieces # of adjustments documented # of completed tax certificates</p> <p><u>Demand:</u></p> <p># of assessment anticipated # of customers assisted # of expected tax certificates # of tax sale notices expected</p> <p><u>Efficiency:</u></p> <p>Cost per assessment Cost per tax certificate issued Cost per tax sale notice issued</p>
Responsible Program Manager	Phil Brand
Responsible Activity Manager	Henry Riley
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Tax Administration
Activity	Receipts and Delinquent Collections
Activity Purpose Statement	The purpose of the Receipts and Delinquent Collections activity is to collect and deposit tax revenues on behalf of the citizens of the District, providing appropriate methods and options to comply with tax laws and regulations and maximize cash collections.
Services that Comprise the Activity	Tax returns processed Prompt deposits Tax collections Auctions (tax sales) Tax liens Electronic payments
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of change in delinquent accounts <i>Delinquent account collections (in millions)</i> Time to process an error-free tax document (return, in days) % of payments deposited within prompt deposit target (48 hours)</p> <p>Outputs: # of delinquent accounts # of returns # of returns through e-file, telefile and internet # of payments deposited within prompt deposit target</p> <p>Demand: # of registered taxpayers # of estimated returns through e-file, telefile and internet</p> <p>Efficiency: Cost per processed return (paper and electronic) Cost per delinquent account</p>
Responsible Program Manager	Phil Brand
Responsible Activity Manager	Michael Covington
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Tax Administration
Activity	Revenue Accounting
Activity Purpose Statement	The purpose of the Revenue Accounting activity is to provide revenue accounting and reconciliation between automated systems for the District government's financial stakeholders so they have accurate and timely revenue information, and to make expeditious refunds of tax overpayments.
Services that Comprise the Activity	Revenue reconciliation reports Automated tax interfaces Automated tax systems Tax refunds processed Defective check recovery Accounts maintenance
Activity Performance Measures	<p><u>Results:</u> (<i>Key Result Measures Italicized</i>) % of refunds issued within 14 days Non-taxpayer related error rate % of revenue transaction rejects due to system interfaces % of revenue reports issued timely</p> <p><u>Outputs:</u> # of adjustment transactions # of non-taxpayers related revenue transaction adjustments # of refunds processed</p> <p><u>Demand:</u> # of estimated refunds</p> <p><u>Efficiency:</u> Cost per revenue transaction Cost per refund processed</p>
Responsible Program Manager	Phil Brand
Responsible Activity Manager	Patricia Montegut
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Tax Administration
Activity	Tax Audits and Investigations
Activity Purpose Statement	The purpose of Tax Audits and Investigations activity is to provide tax compliance programs for taxpayers in order to have fair and equitable enforcement of District tax laws and regulations
Services that Comprise the Activity	Tax Audits Cigarette Compliance Checks Criminal Investigations Revenue protection cases Research Referrals
Activity Performance Measures	<p>Results: Total dollars generated from compliance research projects Total dollars protected through revenue protection initiatives Total dollars assessed through audits Audit cycle time (in days) % of investigations referred for prosecution % of audit assessment appeals sustained</p> <p>Outputs: # of audits # of investigations # of audit hours # of investigations referred for prosecution # of compliance research projects</p> <p>Demand: # of substitutes for return</p> <p>Efficiency: Cost per audit hour Cost per investigation Ratio of no change audits to completed audits Compliance activity cost per total dollars assessed</p>
Responsible Program Manager	Phil Brand
Responsible Activity Manager	Michael Covington
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Tax Administration
Activity	Executive Direction and Support
Activity Purpose Statement	The purpose of the Executive Direction and Support activity is to provide general program management, leadership and support services to the Tax Administration activity so that it can coordinate comprehensive tax services to District taxpayers and ensure that the District is collecting the appropriate amount of tax revenue.
Services that Comprise the Activity	Leadership and direction Formulation and implementation of agency policies and procedures Outreach programs Employee relations Legislative review Legal opinions Financial planning and reporting Time and attendance Personnel issues Management of personnel appraisal process Disciplinary actions and procedures Fixed Asset Management
Activity Performance Measures ¹	Results: Outputs: Demand: Efficiency:
Responsible Program Manager	Phil Brand
Responsible Activity Manager	Daniel Black
FY 2004 Budget (Gross Funds)	
FTEs	

¹ Activity Performance Measures are under review.

PROGRAM	Finance and Treasury
Activity	Debt Management
Activity Purpose Statement	The purpose of the Debt Management activity is to issue bonds, notes and other financing vehicles for the District so that the District can maximize capital project capacity while maintaining future financing flexibility and finance any seasonal cash needs.
Services that Comprise the Activity	Bond Notes Bond Issuances Debt Repayments
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> Lower interest rates on borrowings Refinance debt when possible to gain savings</p> <p><u>Outputs:</u> Number of financing transactions Number of debt service payments</p> <p><u>Demand:</u> Number of financing requests</p> <p><u>Efficiency:</u> <i>% of maximum annual debt service to local revenues (debt limit) (to keep debt limit below 17 %)</i> % of debt payments made on time</p>
Responsible Program Manager	Lasana Mack
Responsible Activity Manager	Ulysses Glen
FY 2004 Budget (Gross Funds)	881,307
FTEs	9

PROGRAM	Finance and Treasury
Activity	Cash Management and Investments
Activity Purpose Statement	The purpose of Cash Management and Investments activity is to manage cash resources for the District, so that the District can meet its cash obligations and maximize interest income from cash resources.
Services that Comprise the Activity	Wire Transfers Lock Box Payments Grants Cash Draw Down Monitoring Cash flow Forecasts Cash Position Statements Short Term Cash Management Services Cash Investments Bank Relationships Bank Account Management
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> # of cash reports produced by the 15th of each month % of District's deposits exceeding 25 % of a banks assets</p> <p>Outputs: Total revenue from interest income Total cost of District bank fees</p> <p>Demand: # of deposits received # of cash reports requested</p> <p>Efficiency: Average interest rate on investments <i>% of banking services contracts with costs lower than the Phoenix Hecht index</i></p>
Responsible Program Manager	Alcindor Rosier
Responsible Activity Manager	Ulysses Glen
FY 2004 Budget (Gross Funds)	3,175,812
FTEs	7

PROGRAM	Finance and Treasury
Activity	Disbursements
Activity Purpose Statement	The purpose of Disbursements is to provide check writing activity and dissemination services for District agencies, so that they can fulfill their financial obligations to their stakeholders.
Services that Comprise the Activity	Tax Refund Checks Vendor Payment Schedules Vendor Payment Services Vendor Checks Electronic Benefit Transfer (EBT) Accounting Services Master Lease Disbursements Unemployment Checks Employee Cash Advances
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> <i>% of checks and earning statements that meet payment schedule</i></p> <p>Outputs: Number of checks issued Number of earning statements issued</p> <p>Demand: Number of checks requested Number of earning statements requested</p> <p>Efficiency: Cost per check issued Cost per earning statement issued</p>
Responsible Program Manager	George Rivera
Responsible Activity Manager	Ulysses Glen
FY 2004 Budget (Gross Funds)	3,077,759
FTEs	9

PROGRAM	Finance and Treasury
Activity	Cash Receipts and Accounting
Activity Purpose Statement	The purpose of the Cash Receipts and Accounting activity is to provide revenue collection, auditing, and recordation services for District agencies so that they have accurate and timely revenue information.
Services that Comprise the Activity	Cashiering Services Dishonored Check Fees Collections Interest Income Recording Revenue Accounting Audits Revenue Accounting Services
Activity Performance Measures	<p><u>Results:</u> % of deposits recorded accurately in SOAR within 24 hours of receipt</p> <p><u>Outputs:</u> # of deposits received</p> <p><u>Demand:</u> # of deposits expected</p> <p><u>Efficiency:</u> Average revenue collected</p>
Responsible Program Manager	George Rivera
Responsible Activity Manager	Margaret Boulware
FY 2004 Budget (Gross Funds)	2,387,339
FTEs	42

PROGRAM	Finance and Treasury
Activity	Asset Management For Special Programs
Activity Purpose Statement	The purpose of Asset Management activity is to provide custodial services to District residents and employees so that they receive maximum benefits from these programs.
Services that Comprise the Activity	Unclaimed Property and Owner Matches Unclaimed Property Advertisements College Savings Plan Management Services Employee Pension Management Services
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of unclaimed property returned</p> <p>Outputs: # of participants in college savings plan</p> <p>Demand: # of participants expected to participate in college savings plan</p> <p>Efficiency: Amount of unclaimed property collected</p>
Responsible Program Manager	Anthony Calhoun
Responsible Activity Manager	Elliott Kindred
FY 2004 Budget (Gross Funds)	3,645,379
FTEs	10

PROGRAM	Finance and Treasury
Activity	Executive Direction and Support
Activity Purpose Statement	The purpose of the Executive Direction and Support activity is to provide leadership, strategic direction, and administrative support services to department managers and employees so they can achieve organizational and individual performance results.
Services that Comprise the Activity	Strategic Business Plans Leadership Events Organizational Development Services Policy Decision Recommendations Board and Commissions support Services Agency management – including costs associated with Agency directors and associated office expenses Customer inquiry responses
Activity Performance Measures	<p>Result: % of department program result measures achieved % of department employees who report they understand the mission, goals, and strategic direction of the department % of department employees who report they have the tools they need to do their jobs</p> <p>Output: # of employee surveys done</p> <p>Demand: Total agency budget</p> <p>Efficiency: Activity cost per total agency budget</p>
Responsible Program Manager	Anthony Calhoun
Responsible Activity Manager	Ulysses Glen
FY 2004 Budget (Gross Funds)	1,203,287
FTEs	10

PROGRAM	Agency Financial Operations
Activity	Budget and Analysis
Activity Purpose Statement	The purpose of the Budget and Analysis Division is to formulate and develop the annual budgets, and provide financial documentation and analysis service, as well as information for the Directors, EOM, Council, OCFO, other District agencies, and Congress so that they can maintain fiscal integrity and accountability, support effective decision-making, and receive timely responses to their inquiries.
Services that Comprise the Activity	<p>Leadership and Management</p> <ul style="list-style-type: none"> /// Customer (program) relations /// Personnel including appraisal, disciplinary actions and procedures /// Training and career development /// Recruitment and orientation /// Time and attendance <p>Formulation and Estimation</p> <ul style="list-style-type: none"> /// Budget instructions for program managers (manual and training) /// Budget load and supporting schedules /// Enhancement requests /// Budget review/prioritization process /// Ad-hoc inquiry response /// Fiscal impact statements for legislation /// Ad hoc special reports /// Revenue estimate and review process <p>Execution and Reporting</p> <ul style="list-style-type: none"> /// Budget loads /// Spending Plans /// Requests for Information (Central Office, Stakeholders) /// Financial Review Process (FRP) /// Encumbrance reporting /// Fixed cost monitoring /// Ad-hoc reports /// Gap closing plans /// Pro-forma cash flow reports /// Local (o-type/grants), Capital and Intra-District Budget Batch entry and approvals /// Approvals of budget reprogrammings in grant-funded programs <p>Analysis (Revenues and expenditures)</p> <ul style="list-style-type: none"> /// Testimony support and presentation documents/binders /// Representation Before the DC Council, the City Administrator and to Agencies /// White papers and decision memos /// Analytical Services
Activity Performance Measures	<p><u>Results:</u></p> <p>% of Spending Plans and FRPs Submitted % of Reprogrammings Processed</p> <p><u>Outputs:</u></p> <p># of Spending Plans and FRPs completed # of Reprogramming Requests Approved and Submitted to EOM</p> <p><u>Demand:</u></p>

	# of Agencies within the Cluster requiring Spending Plans and FRPs # of of Reprogramming Requests Received <u>Efficiency:</u> \$ Cost per Spending Plan and FRP Completed \$ Cost per Reprogramming Completed
Responsible Program Manager	ACFO for their Respective Clusters
Responsible Activity Manager	Cluster Budget Director
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Agency Financial Operations
Activity	Accounting Operations
Activity Purpose Statement	The purpose of the Accounting Operations activity is to provide accounting, payroll, financial reporting, and asset management services for District agencies so that the City's financial records are complete, current, and reliable.
Services that Comprise the Activity	<ol style="list-style-type: none"> 1) Accounts Payable Processing (Regular Vendor Payments, Court Ordered Payments, Documentation and Storage Retention, Vendor Assistance) 2) Accounts Receivable Processing 3) Financial Reporting of Local Funds, Federal Payments, Federal Grants, Other Revenue etc. 4) Compilation and Edit of Agency Payrolls 5) Cash Management 6) Federal Revenue Billing & Collections 7) Accounting General Ledger Maintenance 8) Monthly Closing Services 9) Annual Closing Services 10) Reconciliation of Accounts 11) Payroll (time sheet processing, pay and leave adjustments, leave audits) 12) Closing Exercises leading to Balancing Accounts 13) Fixed Assets Reporting <p><i>Unique to Government Services Cluster</i></p> <ol style="list-style-type: none"> 1) Revenue Collections 2) Processing Refund Payments 3) Timely Resolution of Vendor Issues 4) Special Purpose Revenue Collection 5) Highway Trust Fund Administration 6) Rights-of-Way Fund Administration 7) School Transit Subsidy Payments 8) WMATA Payments 9) Grants Management 10) Labor Distribution 11) Federal Highway Administration Biller
Activity Performance Measures	<p><u>Results:</u></p> <p>90% of Interim and Annual Closing Packages Submitted Timely 90% of Requests for Information Submitted Timely</p> <p>Unique to the Government Services Cluster 90% of original transactions entered into the General Ledger not requiring a subsequent correction 90% of revenue collected to expenditures on federal type funding activity</p> <p>Unique to the Human Services Cluster 100% of compliance reports completed on time 100% of federal financial status (FSRs) submitted timely and accurately 100% of court order payments made within 3 days of invoice receipt</p>

	<p><u>Outputs:</u> # of Interim and Annual Closing Packages Completed and Submitted # of Vendor Requests Serviced # of vouchers processed # of court-ordered vouchers processed</p> <p><u>Demand:</u> # of Interim and Annual Closing Packages Required from OFOS # of report requests # of disbursements requested # of court-ordered wage adjustments (garnishments, child support levies)</p> <p><u>Efficiency:</u> \$ Cost per Closing Package Submitted \$ Cost per monthly closing Cost per voucher processed</p> <p><i>Unique to the Government Services Cluster:</i> <u>Results:</u> 90% of vendor payments paid within 14 days. <u>Outputs:</u> Number of vouchers processed. Number of federal bills produced Number of paychecks issued Number of financial statements prepared Number of special purpose revenue invoices generated</p>
Responsible Program Manager	<u>ACFO for the Cluster</u>
Responsible Activity Manager	Cluster Controller
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Agency Financial Operations
Activity	Auditing
Activity Purpose Statement	The purpose of the Auditing activity is to perform reviews, audits, and investigations to ensure the District's financial integrity.
Services that Comprise the Activity	<ol style="list-style-type: none"> 1. Provide Audits and Reviews Requested by Agency Directors and as a Result of Legal Requirements and Contractual Mandates 2. Agency Single Audit requirements 3. Agency CAFR Audit requirements 4. External Audit Review of Program Operations 5. Audit Review of FHWA compliance objectives 6. Coordination and Support of OIG and D.C. Auditor's Requests 7. Compliance with All Audit Findings and Recommendations
Activity Performance Measures	<p>Results: % of audit recommendations implemented % of cost savings from implementation of findings % of Single Audit and CAFR recommendations resolved % of FHWA review and acceptance of process</p> <p>Outputs: # of audit reports issued # of recommendations issued # of Single, CAFR, FHWA resolutions # of findings resolved through follow-up from management letter content # of electric returns received on recommendations from management letter content</p> <p>Demand: # of requests received from financial operations for audit review # of requests received from program operations for audit review</p> <p>Efficiency: \$ Cost per audit hour \$ Cost per investigation Compliance activity cost per dollar assessed</p>
Responsible Program Manager	The ACFO for the Cluster
Responsible Activity Manager	Cluster Controller
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Agency Financial Operations
Activity	Executive Direction and Support/Personnel
Activity Purpose Statement	The purpose of the Executive Direction and Support activity is to provide general program management, leadership and support services to the cluster financial operations, so that they can achieve agency/OCFO objectives.
Services that Comprise the Activity	<ul style="list-style-type: none"> ?? Customer relations with internal and external parties ?? Logistical coordination for publication of financial report publications, support documentation for annual CAFR and support for monthly and yearly closings ?? Liaison with independent agencies ?? Maintenance of agency supply and equipment inventories ?? Employee training and career development ?? Payroll management, (time & attendance, travel, and conference scheduling) ?? Personnel management, (recruitment, orientation, retention, promotion, hiring, termination) ?? Procurement and acquisitions ?? System security authorization ?? Formulation and implementation of cluster policies and procedures ?? Asset management ?? Personnel appraisal process ?? Disciplinary actions and procedures ?? Employee Training and Career development ?? Outreach to servicing agency personnel ?? Strategic Business Plans ?? Leadership Events/Annual Retreats ?? Organizational Development Services ?? Policy Decision Recommendations ?? Agency management – including costs associated with Agency directors and associated office expenses ?? Training Classes, Seminars and Workshops ?? Correspondence Tracking System ?? Training Assessments ?? Program Management (Special Projects) ?? Customer inquiry responses
Activity Performance Measures	<p>Results: % of OCFO Cluster direct service staff provided intermediate level or better training experiences in technology, financial analysis, writing skills or project management training % of workforce plan commitments met</p> <p>Outputs: # of training opportunities # of career development opportunities # of workforce action plan activities completed on time</p>

	Demand: # of Training requests by staff # of career development request by staff # workforce action plans anticipated Efficiency: \$ Total Cluster budget per dollar of provided training # of Total workforce action plans exceeded per dollar of incentives paid
Responsible Program Manager	<u>The ACFO for the Cluster</u>
Responsible Activity Manager	Cluster Chief of Management Operations
FY 2004 Budget (Gross Funds)	
FTEs	

PROGRAM	Information Technology
Activity	Information Technology Support
Activity Purpose Statement	The purpose of the Information Technology Support activity is to provide network, telephone, and computer hardware and software support and information services to department management and staff so they can use technologies to produce, communicate, and manage information without undue delay.
Services that Comprise the Activity	Computer hardware and software support services Programming services Software licenses and upgrades Long range Information Systems Plans System security authorization Test certifications System interfaces Software program library SOAR maintenance library Documentation reports
Activity Performance Measures	<p>Result: <i>(Key Result Measures Italicized)</i></p> <ul style="list-style-type: none"> % of calls resolved within 4 hours % of time system is available during regular business hours % of payroll system milestones completed on time and within budget % of customer satisfaction with usability of system % of system in production mode % of developer time spent in production mode % of time that the systems staff had the documentation they required % of modification fully documented <p>Output:</p> <ul style="list-style-type: none"> Number of call responses handled Number of transaction entered into the system Number of modifications completed Number of hours spent in production support Number of production operations packages completed Number of modifications to the systems documented <p>Demand:</p> <ul style="list-style-type: none"> Number of transactions Number of modifications Number of hours required in production Number of production operations packages completed <p>Efficiency:</p> <ul style="list-style-type: none"> Cost per modification completed Cost per production operations package completed Cost per system modification documentation
Responsible Program Manager	Maynard Gambrell
Responsible Activity Manager	Terry Costello and Cynthia Shetley -McCauley
FY 2004 Budget (Gross Funds)	5,444,783
FTEs	19

PROGRAM	Integrity and Oversight Program
Activity	Audit Services
Activity Purpose Statement	The purpose of this activity is to provide audit/review services to assist the District's financial managers in the promotion of integrity, efficiency, and effectiveness in District programs; to manage the review and response to external audit reports; and to coordinate District single audits and management letter comments for District agencies so that they can improve operations. ns.
Services that Comprise the Activity	Audit Reports Single-Audit Status Report Assessments Of Audit Recommendations (Including Management Letters) External Audit Agency Responses
Activity Performance Measures	<p>Results: (<i>Key Result Measures Italicized</i>) % of recommendations that are fully or partially implemented % of agencies in compliance with single audit OMB-A133, SAS 50 and SAS 70 (federal requirements) % of CAFR findings recommendations resolved Total cost savings resulting from implementation of findings</p> <p>Outputs: Number of audit reports issued Number of recommendations issued Number of single audit resolutions Number of grant dollars received Number of findings resolved through follow up from management letter content Number of responses received on recommendations from management letter content</p> <p>Demand: Number of responses received on recommendations from management letter content Number of responses received from agencies on external audits (including GAO, OIG, DC Auditor, and Independent Auditor)</p> <p>Efficiency: Ratio of grant dollars received per amount spent on single audit services Cost per audit report issued</p>
Responsible Program Manager	Ben Lorigo
Responsible Activity Manager	Mohamad K. Yusuff, CPA
FY 2004 Budget (Gross Funds)	958,347
FTEs	12

PROGRAM	Integrity and Oversight
Activity	Security Integrity Oversight
Activity Purpose Statement	The purpose of this activity is to provide security and integrity oversight for the OCFO by administering the emergency response program for the OCFO and conducting integrity probes and integrity awareness presentations aimed at detecting and preventing fraud and other misconduct in OCFO programs.
Services that Comprise the Activity	Assistance and advice on security issues Oversight of security budget Oversight of DC lottery security Proactive integrity probes Integrity awareness presentations Emergency preparedness oversight
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of OCFO's security needs that are addressed % of OCFO employee population trained in integrity-related presentations</p> <p>Outputs: Number of reports issued</p> <p>Demand: Number of security requests received</p> <p>Efficiency: Cost per security requests completed</p>
Responsible Program Manager	Ben Lorigo
Responsible Activity Manager	Frank Millugan
FY 2004 Budget (Gross Funds)	290,693 ²
FTEs	3

² Funding for the Security Oversight activity is reflected under the Physical Security Management activity in SOAR.

PROGRAM	Integrity and Oversight Program
Activity	Investigations
Activity Purpose Statement	The purpose of the Investigations activity is to maintain public confidence in the integrity of the OCFO by investigating alleged misconduct by OCFO employees, as well as by conducting background investigations to determine suitability for employment. This investigative service provides reports to OCFO management so that they can take administrative action as appropriate.
Services that Comprise the Activity ³	Reports Of Investigation (ROI)
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of reports of investigations issued that are returned for additional information or investigation</p> <p>Outputs: Number of ROIs issued Number of background checks completed Number of referrals management Number of background investigations referred for suitability determination</p> <p>Demand: Number of background checks requested Number of complaints received</p> <p>Efficiency: Cost per ROI issued</p>
Responsible Program Manager	Ben Lorigo,
Responsible Activity Manager	Frank Millugan
FY 2004 Budget (Gross Funds)	638,850
FTEs	8

³ The Tax Fraud Hotline was transferred to the Office of Tax Revenue in FY02.

PROGRAM	Agency Management
Activity	Personnel
Activity Purpose Statement	The purpose of the Personnel activity is to provide human resources services to department management so they can hire, manage, and retain a qualified and diverse workforce.
Services that Comprise the Activity	Workforce Plans Candidate Selection Recommendations Recruitment Plans Job Postings Job Analyses and Classification Personnel Policy Interpretations Personnel Policy Recommendations Legal and Regulatory Interpretations Personnel Policy and Procedure Updates Employee Complaint/Grievance Investigation Reports Grievance Hearings Employee Interviews Benefit Consultations Employee Inquiry Responses Organization Development Facilitations and Consultations Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>2% OCFO vacancy rate OCFO vacancy rate will be calculated quarterly. The formula to calculate= # of vacant authorized OCFO positions/# of authorized OCFO positions.]</p> <p>5% reduction in OCFO employee turnover rate as compared with FY 2003 baseline data. OCFO had a ____% turnover rate in FY03]</p> <p>Formula to calculate data = <u># of CFT and TFT OCFO employees who leave the agency within a fiscal year</u> / # of CFT and TFT OCFO employees authorized in the fiscal year</p> <p>% of workforce plan commitments met</p> <p>Outputs:</p> <p># of employees (FTEs) supported</p> <p># of exit interviews conducted</p> <p># of budgeted positions filled</p> <p># of workforce action plan actions completed on time</p> <p># employee complaint investigation reports completed</p> <p>Demand:</p> <p># of authorized FTE positions in OCFO budget</p> <p># of workforce plan actions anticipated</p> <p>Efficiency:</p> <p>Ratio of HR staff to total personnel (FTEs)</p> <p>HR cost as a % of HR budget</p> <p>Total personnel costs per FTE</p>

Responsible Program Manager	Jo Ann Smoak
Responsible Activity Manager	Diane Camilleri
FY 2004 Budget (Gross Funds)	868,028
FTE's	10

PROGRAM	Agency Management
Activity	Training and Employee Development
Activity Purpose Statement	The purpose of the Training and Employee Development activity is to provide training and career development services to department staff so they can maintain/increase their qualifications and skills.
Services that Comprise the Activity	Training Classes, Seminars and Workshops Occupational Certification Sessions Computer-based Training Sessions Tracking System Internal Educational Consulting Sessions Employee Handbooks Training Assessments Program Management (Special Programs) Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>70% of training session participants report they learned new skills they can use on the job</p> <p>70% of all training requests fulfilled within six (6) months</p> <p>10% increase of employees who receive occupational-related certification as compared with FY 2002 baseline data</p> <p>55% of OCFO personnel receive training and cross-training to increase internal capacity</p> <p>75% of new hires trained in customer service within the first 90 days of employment</p> <p>Outputs:</p> <p># of participant training days</p> <p># of employees trained</p> <p>Demand:</p> <p># of training applications expected</p> <p>Efficiency:</p> <p>\$ per training day for "no-shows"</p> <p>Total training cost per training participant day</p>
Responsible Program Manager	Jo Ann Smoak
Responsible Activity Manager	Jerry Goldstein
FY 2004 Budget (Gross Funds)	608,197
FTE's	7

PROGRAM	Agency Management
Activity	Contracting and Procurement
Activity Purpose Statement	The purpose of the Contracting and Procurement activity is to provide contracts management, purchasing, and technical assistance to department management and staff so they can obtain the services and commodities they need within budget, on time, and according to customer specifications.
Services that Comprise the Activity	Contract Preparation, Administration, Monitoring and Compliance Bid Requests/Recommendations Change Orders Technical Assistance Purchase Reports Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 80% of completed purchase requisitions under \$100,000 will result in purchase orders within 14 business days 50% of completed purchase requisitions over \$100,000 will result in purchase orders within 120 calendar days</p> <p>Outputs: # of purchase orders under \$100,000 processed # of purchase orders over \$100,000 processed</p> <p>Demand: # completed purchase requisitions received</p> <p>Efficiency: Purchasing cost per procurement dollar handled</p>
Responsible Program Manager	Jo Ann Smoak
Responsible Activity Manager	Michael Wooten
FY 2004 Budget (Gross Funds)	927,807
FTE's	12

PROGRAM	Agency Management
Activity	Property Management
Activity Purpose Statement	The purpose of the Property Management activity is to provide real estate and facility services to agencies to meet their real estate/facility needs so they can meet their programmatic goals to OCFO staff a timely, efficient, and effective manner in keeping with current District operations, industry standards and best practices.
Services that Comprise the Activity	Strategic planning Site Acquisition Lease Negotiations Lease management Lease administration Space planning Space Allocations Utility Management Fixed Cost Projections Security Services Emergency Response Relocation Support Facility Services Contract Management Postal Capital Construction Parking Services Facility Coordination Furniture Relocations Recycling Services Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p>% of changes in real estate requirements filed with OPM with at least six months notice</p> <p>% of facility improvement projects in OCFO facilities will be completed on time and on budget.</p> <p>% of solid waste consisting of recyclable materials</p> <p>% of agency materials/supplies consisting of recycled content</p> <p>Output:</p> <p># Change orders for real estate requirements</p> <p># facility improvement projects</p> <p># tons/pounds of recyclable materials</p> <p># tons/pounds of non-recyclable solid waste</p> <p>\$ value of recycled materials/supplies purchased</p> <p>\$ value of ALL materials/supplies purchased</p> <p>Demand:</p> <p># Change orders anticipated for real estate requirements</p> <p># anticipated facility improvement projects</p> <p># tons/pounds anticipated of recyclable solid waste</p> <p># tons/pounds anticipated of non-recyclable solid waste</p>

	\$ value of anticipated recycled materials/supplies to be purchased \$ value of anticipated ALL materials/supplies to be purchased <u>Efficiency:</u> \$ amount of internal support costs per employee (agency-wide)
Responsible Program Manager	Jo Ann Smoak
Responsible Activity Manager	Allen Brooks
FY 2004 Budget (Gross Funds)	240,179
FTE's	

PROGRAM	Agency Management
Activity	Financial Services
Activity Purpose Statement	The purpose of the Financial Services activity is to provide financial and budgetary information to department program/administrative units in order to ensure the appropriate collection/allocation, utilization and control of city resources.
Services that Comprise the Activity	Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring Revenue and Expenditures Tracking Reports Revenue and Expenditure Estimates (FRP) Annual Financial Report Capital Project/Grant Closeouts Grant Management/Allocations Budget Variance Analyses Budget Change Requests Fund Certifications Activity Management Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p><5% variance of estimate to actual expenditure 5% variance of estimate to actual revenue 10% expenditure variance by program agency wide 90% of OCFO program managers who stay within their fiscal year budget 90% of external audit findings resolved within 60 calendar days 70% of internal audit findings resolved within 90 calendar days</p> <p>Outputs:</p> <p># of monthly reports sent to program managers within established timeframes # of capital projects closed # of grants billed</p> <p>Demand:</p> <p># of new capital projects authorized # of operating programs authorized</p> <p>Efficiency:</p> <p>Total department budget per dollar of financial monitoring expense</p>
Responsible Program Manager	Paul Lundquist
Responsible Activity Manager	Paul Lundquist
FY 2004 Budget (Gross Funds)	738,778
FTE's	10

PROGRAM	Agency Management
Activity	Risk Management
Activity Purpose Statement	The purpose of the Risk Management activity is to provide risk mitigation strategies and services to OCFO and its employees so they can avoid exposure to risks and reduce the likelihood of injury and related costs.
Services that Comprise the Activity	Risk Assessments Risk Mitigation Plans Risk Reduction Policies Incident Analyses Risk Mitigation Plan Audits Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 10% reduction of employee lost workday injury cases OCFO-wide as compared to FY 2003 baseline data (baseline data will be compiled during the fiscal year) 10% reduction of employees injured receiving medical attention as compared with FY 2003 baseline data 10% reduction in the number of vehicle-related accident claims as compared with FY 2003 baseline data</p> <p>Outputs: # of logged medical attention injury reports # of medical attention injury reports investigated # of risk assessments completed</p> <p>Demand: # of risk assessments</p> <p>Efficiency: \$ per incident investigated</p>
Responsible Program Manager	Jo Ann Smoak
Responsible Activity Manager	Allen Brooks
FY 2004 Budget (Gross Funds)	0
FTE's	0

PROGRAM	Agency Management
Activity	Legal Services
Activity Purpose Statement	The purpose of the Legal Services activity is to provide legal advice, review, advocacy and support on behalf of OCFO staff to ensure that the services provided by OCFO are in compliance with applicable laws, rules, and regulations.
Services that Comprise the Activity	Contract review, drafting, and negotiation Legislative drafting Legislative updates Testimony/hearing preparation and review Legal, legislative, statutory, regulatory review and interpretation Legal opinions Freedom of Information Act (FOIA) reports Liaison to and selector of outside counsel to the OCFO Congressional inquiry responses Council inquiry responses Liaison to the Office of Corporation Counsel Legal Sufficiency Reviews Agency ethics officer Counsel on labor, employment, and personnel issues Liaison to Council and Congressional members and staffs and Mayor's legislative staff Monitoring and ensuring of OCFO compliance with applicable laws, rules, and regulations Public finance transactional review and analysis Litigation support
Activity Performance Measures	<p>Results: (<i>Key Result Measures Italicized</i>)</p> <p>% of requests for legal advice/review responded to and documents reviewed within established timeframes (due dates vary on a case by case basis).</p> <p>% of FOIA requests responded to within the District's legally required timeframe</p> <p>Outputs:</p> <p># of requests for legal advice/review responded to # of claims/lawsuits/FOIA requests responded to # of employee grievances and discrimination complaints resolved # of amendments to laws, rules, regulations, and policies drafted, reviewed, and finalized</p> <p>Demand:</p> <p># of citizen/vendor claims and lawsuits anticipated</p> <p>Efficiency:</p> <p>\$ cost per citizen/vendor claim paid</p>
Responsible Program Manager	Jerry Malone
Responsible Activity Manager	Jerry Malone
FY 2004 Budget (Gross Funds)	1,126,237
FTE's	10

PROGRAM	Agency Management
Activity	Communications
Activity Purpose Statement	The purpose of the Communications activity is to provide regular program communication services to OCFO employees so they can have the knowledge and information they need to be effective in their jobs; and departmental information to the media, community associations, residents, and elected officials to increase public awareness of departmental programs, issues and challenges.
Services that Comprise the Activity	Newsletters Informational Bulletins Informational Meetings New Employee Packages Internal Council/Forum Sessions/Meetings Media Request Responses Promotional Campaigns Posters, Brochures, and Newsletters Supported Special Events Speaking Engagements Media Outreach Services Website Content Freedom of Information Act (FOIA) Reports Congressional Inquiry Responses Council Inquiry Responses Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 85% of media articles relating to OCFO are favorable (estimate will be based on PIO log rather than on monitoring service report)</p> <p>Outputs: # employee information pieces produced for distribution # of media requests handled # speaking engagements delivered</p> <p>Demand: # OCFO employees # annual outreach campaigns # media requests</p> <p>Efficiency: \$ per inquiry response \$ per informational piece developed \$ per media request handled</p>
Responsible Program Manager	Clarice Nassif Ransom
Responsible Activity Manager	Clarice Nassif Ransom
FY 2004 Budget (Gross Funds)	\$409,026
FTE's	0

PROGRAM	Agency Management
Activity	Customer Service⁴
Activity Purpose Statement	The purpose of the Customer Service activity is to implement the District's customer service standards so that customers can access and receive OCFO services in a satisfactory professional, responsible and timely manner.
Services that Comprise the Activity	<p>Telephone number Verifications</p> <p>Performance Data and Trend Analysis Reports</p> <p>Internal Quality Assurance Monitoring Services</p> <p>Agency Call Center Responses (Where Applicable)</p> <p>Agency Call Center Intakes (Where Applicable)</p> <p>Acknowledgment Letters to Constituents</p> <p>Letter Routing and Tracking Services</p> <p>Customer Service Technology System Installations</p> <p>Customer Service Technology System Training Sessions</p> <p>Customer Service Business Partner Sessions</p> <p>Customer Service Information Reference Materials</p> <p>Customer Service Public Service Announcements</p> <p>Service Delivery Schedules</p> <p>Customer Service Awards and Acknowledgements</p> <p>Agency-specific Customer Surveys</p>
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p><i>Rating of 4-5 on all four telephone service quality criteria</i></p> <p><i>1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression</i></p> <p>% of Telephone calls returned within 48 hours</p> <p>% of Calls to Agency Call Center answered within 2.5 minutes (where applicable)</p> <p>% of Voice Mail Boxes with appropriate greeting</p> <p>% ALL Correspondence acknowledged within 48 hours</p> <p>% Correspondence to Mayor acknowledged within 48 hours</p> <p>% US Mail Correspondence to agency acknowledged within 48 hours</p> <p>% E-Mail Correspondence to agency acknowledged within 48 hours</p> <p>% of ALL Correspondence resolved within timeframe committed</p> <p>% of Correspondence to Mayor resolved within timeframe committed</p> <p>% of US Mail Correspondence to agency resolved within timeframe committed</p> <p>% of E-Mail Correspondence to agency resolved within timeframe committed</p> <p>% of eligible agency employees who receive customer service training</p> <p>Outputs:</p> <p># calls to agency call center (where applicable)</p> <p># of letters and e-mail to the Mayor routed to [Agency]</p> <p># of letters and e-mail received directly by agency</p> <p># of performance/trend reports</p> <p># of agency employees trained in customer service</p> <p>Demand:</p> <p># calls to agency call center (where applicable) anticipated</p> <p># of letters and e-mail to the Mayor routed to [Agency] anticipated</p>

⁴ See http://dc.gov/mayor/customer_service/index.shtm for details on the District's Customer Service Standards

	# of letters and e-mail received directly by agency anticipated # of performance/trend reports anticipated # of agency employees eligible to be trained in customer service <u>Efficiency:</u> \$ per call to agency call center (where applicable) \$ per response to letter/email
Responsible Program Manager	
Responsible Activity Manager	
FY 2004 Budget (Gross Funds)	0
FTE's	0

PROGRAM	Agency Management
Activity	Performance Management
Activity Purpose Statement	The purpose of the Performance Management activity is to provide performance reporting and evaluation services to the Mayor, Council, Congress and the general public so they can assess the extent to which District agencies achieve their strategic goals and performance targets.
Services that Comprise the Activity	Agency Strategic Business Plans (Biennial) Performance Contracts (Annual) Monthly Performance Reports Performance Accountability Plans (Incorporated Into Budget) Performance Accountability Reports to Council Scorecards Neighborhood Cluster Database
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 70% of Key Result Measures Achieved % of Neighborhood Cluster Database commitments achieved % of FY 2003 Performance Evaluations of PMP-eligible employees conducted % of FY 2004 Individual Performance Plans developed for PMP-eligible employees completed</p> <p>Outputs: 12 monthly performance reports 4 quarterly Scorecard updates # of performance evaluations of PMP-eligible employees conducted # of Individual Performance Plans developed for PMP-eligible employees</p> <p>Demand: 12 monthly performance reports 4 quarterly Scorecard updates # of PMP-eligible employees due for FY 2003 evaluations # of PMP-eligible employees on staff in FY 2004</p> <p>Efficiency: \$ per monthly report \$ per performance evaluation \$ per individual performance plan \$ per scorecard</p>
Responsible Program Manager	
Responsible Activity Manager	
FY 2004 Budget (Gross Funds)	1,442,285
FTE's	0